

# Community Priorities Long-Range Financial Planning **Citizens Advisory Committee**

**Draft**  
**Initial Thinking and**  
**Preliminary Recommendations**  
Outlined from Break-out Work  
Sessions

# Efficiencies

- **What's Already Been Done**

Important to inform citizens about what's already been done – cuts, efficiencies, investments that save over long-run, contracting etc.

- **Sustained Commitment to Efficiencies**

Important to keep looking for ways and demonstrating responsible financial stewardship of taxpayer dollars

- **Efficiencies if Asking for More**

If going to citizens for additional revenues, they need to know what's been done already and what's being done now to assure efficiencies

# Priority Areas for Efficiencies

- **Criminal Justice**  
Major cost area, explore opportunities to limit or reduce future growth
- **Cost-Benefit Analysis Comparisons**  
Help Shoreline citizens better understand what's is for City of Shoreline versus other jurisdictions  
  
Work with other jurisdictions to make sure there is value to Shoreline
- **On-going Budget Review**  
Continue looking for areas of savings and efficiencies; in-house versus contracted services etc.
- **Maximize Technology for Communications**  
Use web; on-line systems; list serves etc.; save in mailings, staff time etc.  
  
Review Customer Response Team Program for Savings with the use of new telephone system/other technology
- **Incentivize staff Involvement**  
Encourage staff to develop cost-saving ideas/ efficiencies

# Other Areas for Efficiencies

- **Smart Partnerships**  
Look for savings and coordination with School District, Fire Dept., Comm. College
- **Volunteerism**  
Ask civic groups to help maintain parks & trails, neighborhood clean ups etc.
- **Capital budget Implications**  
Monitor capital project impact on operations budget
- **Cross-Department Review**  
Look for efficiencies or places for savings across city departments, minimize silos.
- **Pavement Surface Alternatives**  
Explore cost-saving, longer lasting surfaces, paving, sidewalks etc.
- **Economic Development**  
Measure outcomes; cost-benefit analysis; marketing the city as place to live, shop and work
- **City Memberships**  
Review city travel budgets and memberships – cost/benefit analysis
- **Shop Locally**  
Campaign for Shoreline residents to shop locally – keep tax dollars here
- **Human Services**  
Consider human services investments that could lower costs in criminal justice
- **YMCA Coordination**  
Coordinate recreation services with new YMCA
- **City Insurance**  
Review city insurance for possible savings – health, liability, property etc.
- **Transit Improvements**  
Improve local transit services
- **Judicious with consultants**  
Careful use of outside consultants if can be done in-house versus hiring additional staff
- **Individual Responsibility**  
City encourage citizens to support their own community, civic engagement

# Funding Options Considered by All

- Transportation Benefit District
  - \$20 Vehicle License Fee
- Property Tax Levy Lift
- Business & Occupation Tax
- Gambling/Card Room Tax Increase

# Preferred Funding Options for Current Levels of Service

- **\$20 Vehicle License Fee (+\$600k generated annually)**
  - Phase I: Consensus that non-voted fee is first place for additional funding
  - Funds key priority (transportation and infrastructure maintenance)
  - Consistent with sustainability value of City
  - Easy to explain - replacing revenues lost from previous initiative passed on a State-wide basis, but did not pass in Shoreline
  - Be clear with citizens about what it's funding
  - What are other communities doing?
- **Property Tax Levy Lid (+\$2m.?)**
  - Consider as Phase II option
  - Overall, group is open to option, not necessarily unanimous yet, but all agree more information needed
    - Additional questions should be answered first - How much?
  - Opportunity to designate funds for public priorities, critical services, consistent with city values
  - Economic conditions at time of vote?
  - Reliable polling research on viability, options, levels?
  - Not to compete with school district, other measures?
  - Consider phasing increases to match with gap needs
  - Can we wait to have available for 2011? (Vote in 2010)
  - \$2m levy equates to approximately 28 cent increase – on a \$364,000 home = \$102 per year
  - Some concern about impact on small business
  - Highest opportunity to close gap.

# Mixed Opinion on Funding Options for Current Levels of Service

- **Business & Occupation (+\$460k per 0.1%)**

No consensus, mixed opinion with some believing business should share burden with citizens – consider 0.2% generating \$920k; while others thought tax would discourage businesses from staying / locating in Shoreline – 13 other King and Snohomish County cities collect B&O tax

- **Gambling / Card Room Tax Increase (+\$190k per 1%)**

No consensus, mixed opinions with some believing card rooms already hard hit while others remain open to 2% increase; all agree not likely to generate majority of revenue needed; concern may close some businesses; Current tax rate is 10%.

# Not considered by All or Ruled out or Mixed opinion

- Business License Fee (Revenue Generating)
  - Support for small business registration fee
- Utility Tax above 6% (requiring a vote)
- Sales Tax Increase
  - Currently no legal authority to increase sales tax outside of Transportation Benefit Area legislation
- Transportation Benefit District
  - Voter Approval Required
    - Excess of \$20 vehicle license fee
    - Sales Tax Increase (0.1%)



# Top Additional Priorities

## Funding more than current services

- Sidewalks / Pavement Maintenance
- Traffic Signal Coordination
- Volunteer Coordination – leverage city resources, evaluate cost-effectiveness
- Economic Development
- Senior Services ?

# Top Additional Priorities Funding Options for Consideration

- **Levy Lid Lift**  
Designate for priorities
- **Transportation Benefit District**
  - Traffic signal coordination
  - Other transportation needs?
- **Bond Measure**
  - For capital improvements, like city pool
  - Consider separate bond measure

# Additional Priorities

## Cost-Saving Options to Consider

- **Maintenance/Police**  
Combined new Maintenance Facility and Police Station at Fircrest
- **Economic Development**  
Consultant or volunteers, not permanent new staff yet; or new Director with deliverables
- **School Resource Officer**  
Consider other non-profits for funding or services
- **Police/City Hall**  
Explore future police station needs with new city hall – possible savings?
- **YMCA**  
Possible agreement with YMCA to provide some services in exchange for City contribution
- **Surface Options**  
Explore asphalt/sidewalk options for savings, increase longevity
- **Misdemeanor Work Projects**  
Possible lower costs for maintenance, parks etc. depending on cost of safe program, follow up
- **Transit Improvements / Savings**  
Improve transit services from Sound Transit and Metro  
Ferry District Prop Tax – better services for current investment or explore getting funds back
- **Strategic Zoning & Development**  
Understand type of development and growth and the potential positive or negative impact on city budget
- **Local Improvement Districts**  
For sidewalks, consider Local Improvement Districts (LID's) for funding

# Interim Draft Report

- **Summary of Facts**  
Information Presented - Recap
- **Assessment**  
Current City Fiscal Management
- **Projected Situation**  
Finances next 5-10 years
- **Efficiencies**  
Draft Recommendations
- **Draft Funding Options**  
Maintaining Current levels of Service
- **Draft Add'l Priorities**  
Next 5-10 years, possible funding options
- **Additional Information**  
What else is needed? What data, staff information, discussions with city staff, survey research, other?
- **Community Outreach**  
Recommendations for broadening the conversation? When and how? Role of Advisory Committee?
- **Other?**